

Corporate Asset Management Strategy 2022-2027



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Property

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Wider situation of the Plan in a context of Corporate Property

1. Corporate Asset Management Strategy
2. Acquisitions and Disposals Policy
3. Repairs and renewals 35 year Programme

1. Introduction

The Corporate Asset Management Strategy provides an overview of our land and property assets and demonstrates the Council’s main priorities for managing, maintaining and developing our assets over the next five years. The Corporate estate currently consists of the property mix in the table below, in addition, estates manages rented land pockets, right of way agreements and street name plates.

59 Industrial units	100,260 sq. ft
33 x Retail Units/Studios	33,809 sq. ft
2 visitor centres	4,600 sq. ft.
1 youth hostel	5,516 sq. ft
1 hotel	20,430 sq. ft.
1 managed office at Newark Beacon	38,270 sq. ft
1 x Educational Facility (Inspire, pending)	2,626 sq. ft.
4 leisure centres	129,090 sq. ft
3 corporate buildings; Castle House, Farrar Close, Brunel Drive	80,000 sq. ft
8 x Offices	2,940 sq. ft.
1 Castle and 1 theatre	Not measured.
8 car parks	686 parking spaces
1 Lorry park	200 + parking spaces

This strategy informs policies enabling the Council to develop action plans, agree priorities and make decisions to meet the longer-term objectives of the Council in the Community Plan. This strategy is a cornerstone of our financial and service planning and supports delivery of the Medium Term Financial Plan. The Strategy will be reviewed and updated annually to reflect changes in legislation, policy and best practice; ensuring our land and property assets fully support the Council's Community Plan. Our main focus in this plan will be to:

- Keep our properties safe, dry and secure through the implementation of a well-managed, rigorous compliance regime; repairs and renewals programme with clear maintenance plans, efficient facilities management and tenancy management.
- Drive efficiency through the management of our land and property assets, ensuring they provide the right space, in the right place and on the best terms. This also includes income generation and overall social value from the property portfolio through proactive asset management and a commercial approach to property transactions.
- Manage our property portfolio effectively using best practice, project and property management methodologies, adopting clear policies and action plans to meet our strategic goals; developing clear reporting processes to involve and inform Councillors, Service Managers and Project Sponsors in decision making.
- Ensure that Newark and Sherwood District Council becomes a lead authority in parking management, through provision of off street car parks and through provision of Newark Lorry Park. Promoting a positive visitor experience to parking customers, shaping places, influencing growth, reducing nuisance parking and provide income to invest in car parks facilities and services for the Council.
- Maximise regeneration and growth in the district through a target development pipeline of Social Housing, rental space for new business growth and improved service facility delivery.
- Embed a culture of innovation that maximises best use of appropriate technologies that support new ways of working and protects the environment; utilising available financing to support implementation of an estate which reduces its impact on the environment and provides new opportunities for wildlife in the district.
- Deliver our services in a customer focused way, working with local suppliers or Small to Medium Enterprises (SME) where possible, who share our values and behaviours.

2. Ambition and achievements so far....

Our ambition is to be among the leading Local Authorities for development, property and asset management with a proactive approach to driving the best from our asset base and service delivery. Since the creation of the Corporate Property Business Unit in summer 2021 our team has driven forward this ambition with an innovative approach to maximise the use of the Council's land and property assets to generate additional revenue from the estate and better use of the Council's assets for service delivery. There is still a large amount of work to do which will be highlighted in the Forward Plan section of this strategy. Progress so far:

- Implementation of an Acquisitions and Disposals Policy to provide a clear, transparent pathway for acquisition or disposal of General Fund and HRA assets.
- Proactive partnerships with public and private sectors to deliver development opportunities eg. Former Robin Hood Hotel (with offers received on all three units) and M&S building (with an agreement to dispose of the 29 unit residential units to Arkwood).
- Final stage redevelopment works to the Buttermarket, part funded by the D2N2 LEP, commencing June 2022 with building completion set for September 2022 and the potential for 7 retail pods by December 2022.
- Maintaining operations of Castle House and Farrar Close during various lockdowns in response to the Covid pandemic. In addition to maintaining open facilities at shared tenanted spaces such as Newark Beacon offices, Sherwood Forest Arts and Crafts Centre, Church Farm and the Buttermarket.
- Terms agreed for 22 new partner desks at Castle House with an additional income to the Council of £82,112 p.a. gross.
- Demolition of Newark Livestock Market – readying site for IASTI and wider Newark Gateway development.
- Delivery of a new Changing Village and Swimming pool /link building at the Dukeries Leisure Centre, Ollerton.
- Castle Lighting project – opening up the under croft for event space in a challenging heritage asset.
- Refurbishment of Ollerton Housing Office for new service delivery of the Customer Services team in the area.
- Procurement of 12 solar powered ticket machines at zero cost to the authority.
- During the 2021/22 financial estates has completed 23 rent reviews, 35 lease renewals, 7 new instructions and with the ending of rent free periods in the last 9 months has secured additional income to the Council of £200K+ over the 2020/21 period. This is an increase of 17% and has been achieved despite restrictions experienced under the pandemic.

- Covid testing site setup in Newark; providing project management and set up advice to ensure a test site remains in the district throughout the pandemic – safeguarding the health and wellbeing of residents in the district.
- Compliance specific contracts and risk assessments in place across all corporate buildings.
- Reallocation of two vacant shops at Eton Avenue for fully disabled accessible housing.
- Park Mark accreditation for all Council owned public car parks – demonstrating the highest grading of car parking facilities.
- Acquisition of site at Bowbridge Road to enable development for a new car park development enabling additional services at Newark Hospital.
- Broadleaves Extra Care facility, Boughton - completed and opened to residents in July 2021. The project was completed on time and within the allocated budget.

3. A sustainable approach to estate management

The Council has acknowledged its role in reducing the carbon footprint as part of the commitments made in the Climate Emergency Strategy adopted in September 2020. This formed the basis for the Council's declaration of a climate change emergency and how it would resolve to reach the net zero target set by central government.

With the impending publication of a 'UK Net Zero Carbon Buildings Standard' by a coalition of leading industry bodies including RICS, BBP, BRE, The Carbon Trust, CIBSE, IStructE, LETI, RIBA, and UKGBC later in 2022 a revised approach of addressing the carbon reduction of our Corporate buildings is required to ensure that the method of carbon use are reduced in the maximum efficiency for reaching the carbon net zero target. A strategy will need to be developed with methods considered for carbon reduction will be assessed/evaluated on a basis of impact, longevity of change and cost will be reviewed as part of this commissioned piece of work.

All new buildings developed by the Council will have a decarbonised agenda in mind to reduce environmental impacts through energy and water use; making new properties efficient and cheaper to operate by tenants.

Undertaking a review and implementation of greening/ecological enrichment opportunities within the portfolio in line with corporate strategy with respect to carbon reduction, maintaining and enhancing habitat, reduction in use of chemicals. This work is already underway, corporate property is working with colleagues in Street Scene and Environmental Services to ensure all ground maintenance is undertaken to provide safe and clean sites that still allow for enriched and enhanced wildlife. The Nottinghamshire Wildlife Trust has provided analysis and recommendations for further improvements that will be adopted across our sites. Working with In Bloom team, a planting design and palette has been put forward for the Church Farm Courtyard that is influenced by local fauna and native species, this will be a centre point of the project and a permanent feature. Further schemes will be considered for all corporate and tenanted sites that will be easily managed and sustainable. Potential ideas include wildflower gardens, sedum roofing, green walls, hedge and tree planting and rewilding areas full of pollinators.

4. Repairs and Maintenance

The core aim of the repair and maintenance approach taken by the Council on NSDC Corporate Property assets is to ensure that they are in a fit state for them to be used in their intended purpose with a consideration to usage and building life expectancy of the asset. The Council holds a responsive repairs and maintenance budget for each asset for which every day repair costs are charged. In addition to this the Council holds a Repairs and Renewals (R&R) budget for each asset which considers replacement of specific building elements over a thirty five year programme. Additionally the Council has utilised capital bids for works required beyond the current reactive repairs and R&R budgets. This method of funding is not a preferred option for facilitating repairs as it creates an immediate strain on the finances of the general fund. A summary of approach taken to R&R budgeting can be found at the Repairs and Maintenance Appendix I.

5. Compliance and Health and Safety

As a Corporate Property Business Unit, we have a duty to ensure our buildings comply with the appropriate statutory, regulatory and corporate standards. Working to these standards helps ensure the safety of the public, our staff and our assets. Our key priorities are the following:

- **Fire Safety**
- **Gas Safety**
- **Electrical Safety**
- **Asbestos Management**
- **Water Hygiene and Legionella Management**
- **Contractor Management**

There is a dedicated Cyclical Compliance Works Programme in place to ensure compliance across the estate. This is supported by a range of software applications and with more identified to be incorporated into the management regime for compliance resulting in a more streamlined approach with less the regulatory requirements and critical tasks, updating any changes or guidance notes as regulations change. Zetasafe will allow Council staff and external contractors, via a QR code, to access the Concerto database and update testing and servicing in real time.

The implementation of the above software will help in keeping our buildings compliant and keep up-to-date with ever changing regulations. The software will help reduce downtime and in the long term reduce unplanned maintenance costs. Our assets will be kept maintained in an optimal and safe condition. Reporting on compliance will become easier as this software can easily run compliance reports that will show non conformities and trends in data.

6. Tenanted estate management

The Council's Corporate tenanted estate comprises of:

73 Industrial units, 18 Studios/Outlets, 13 Retail Outlets, 2 Visitor Centres, 1 Youth Hostel, 1 Managed Office and 3 Corporate Buildings. In addition the estates section of Corporate Property manages rented land pockets, right of way agreements and street name plates.

New procedures/ policies implemented:

Acquisitions and disposals policy – providing clarity on how the Council can buy/ sell property.

Increased liaison with other Council business units:

- Working with legal to draft new standardised leases, other documents and procedures, support on tenant issues including formal notices.
- Working with sundry income to establish new procedures for tenant application sequencing, credit checks, bond retention and recurring billing.
- Working with economic development, communications and community services to ensure tenants are ably supported outside of their contractual agreement. This includes support for new tenants with promotion and press releases, refresh of Council webpages and social media to ensure consistency across multiple platforms and wider community based projects such as 'In Bloom' events.
- Working with customer services to better guide enquiries and queries to the responsible department or officer.

Improved Estates Documentation:

- **Tenant handbook:** This newly introduced document has been produced to give general guidance for those who lease commercial premises from Newark and Sherwood District Council.
- **Tenant handover pack:** A tenant pack will be issued to new tenants at handover with all relevant certification and log books for the property that must be maintained under terms of the lease.
- **Standardised lease templates:** Standardised leases that are up to date with current regulations have been drafted and implemented.
- **Standardised condition surveys:** The condition survey, which is included in the lease, is the photographic and reported evidence document that captures the condition of the property at the point of handover to the tenant.

7. Parking Services Management

N.S.D.C. provides 686 general parking spaces in 8 public pay and display car parks in Newark. There are also 40 designated disabled parking on these public car parks and 9 designated motorcycle parking spaces.

All 8 car parks have achieved the industry standard 'Park Mark' award for safer parking, the authority has been successful in receiving this accreditation for the last 5 years consecutively. This is awarded to car parks which meet high standards of management, appropriate lighting, and effective surveillance, providing a clean safe environment.

Parking Services have also been successful in applying Government Grant Funding and installed 8 fast charging Ev Charge units on London Road and the Riverside car parks with the capacity to charge up to 16 vehicles at the same time.

N.S.D.C. currently have 2 Ultra Charge 50kw Ev Charge points on the Appletongate and Castle House 1 car parks. These have the capacity to charge up to 4 vehicles at any time.

Parking Services are working with a number of stakeholders to improve the Ev Charge network throughout the Newark and Sherwood District.

The authority also provide 48 Contract Parking Spaces in Newark. These are designated spaces and are currently are operating at 85.7% capacity.

Parking services also manages the off – street parking enforcement throughout the district. This includes the enforcement of parking regulations on the Southwell Town Council owned car parks and Edwinstowe Parish Council car parks.

All of these out of town enforcement of the parking regulations come under the authorities Parking Places Order 2017

(New 2022 Order to be published and sealed in June/July 22)

The core principals of

- **Our Car Parks are CLEAN** – ensuring that parking does not negatively impact on the environment, our residents and visitors
- **Our Car Parks are SAFE** – making sure that people feel safe when parking in the district
- **Our Car Parks are VIBRANT** – delivering a consistent parking offer whilst improving air quality
- **Our Car Parks are HEALTHY** – deliver a sustainable parking service whilst improving air quality
- **Our Car Parks are ATTRACTIVE** – maintaining parking assets including car parks to the very highest standard
- **Our Car Parks are open for BUSINESS** – supporting local businesses and attracting new employers by delivering sustainable parking options to support the local economy

8. Construction and Project Management

The development programme for the Corporate Property section is spread over two sections; one being commercial/ service department facilities and the other being Housing Revenue Account developments. There are a number of ongoing large scale developments across the Corporate and HRA property ownerships as summarised in the Forward Plan Appendix.

HRA New Build Development Program 2018- 2023

HRA development programme runs from 2018 to 2023 with a target of 335 units for completion. Current statistics include 270 units completed, 39 units on site, under construction with completions due in 2022. There are also a further 44 units in the planning approval stages of which many will start on site in 2022.

Budget cost anticipated: £ 44 million

Completion estimated date late 2023

Appendix I: Repairs and Maintenance

A robust repair and maintenance strategy is required to reduce the need for expensive capital replacement and/or refurbishment in the future. The current R&R budget established by the most recent condition surveys completed in early 2020 have identified an R&R budget requirement over the next 35 years which is required to be reviewed on an annual basis for further clarity on costs and priority of repairs. To achieve this an annual stock condition survey will be undertaken by Surveyors within the Facilities team of the Corporate Property Business Unit. This will include a cost estimate for each item of repair. There will also be a requirement to commission a specialist review of certain assets which are beyond the scope of a general building surveyor's skills. This includes (but is not limited to) Newark Castle, Jubilee Bridge and elements of the Palace Theatre/ Civil War Centre.

Surveys will categorise the building into A, B, C or D condition priority levels in accordance with the National Performance indicators.

Condition A - As new condition - Typically features one or more of the following:

- Typically built within the last five years or may have undergone a major refurbishment within this period,
- Maintained/serviced to ensure fabric and building services replicate conditions at installation,
- No structural, building envelope, building services or statutory compliance issues apparent,
- No impacts upon operation of the building.

Condition B - Sound, operationally safe, and exhibiting only minor deterioration - Typically features one or more of the following:

- Maintenance will have been carried out,
- Minor deterioration to internal/external finishes,
- Few structural, building envelope, building services or statutory compliance issues apparent,
- Likely to have minor impacts upon the operation of the building.

Condition C - Operational but major repair or replacement needed in the short to medium-term (3 years) - Typically features one or more of the following:

- Requiring replacement of building elements or services elements in the short to medium-term,
- Several structural, building envelope, building services or statutory compliance issues apparent, or one particularly significant issue apparent,
- Often including identified problems with building envelope (windows/roof etc.), building services (boilers/chillers etc.),
- Likely to have major impacts upon the operation of the building, but still allow it to be operable.

Condition D - Inoperable or serious risk of major failure or breakdown - Typically features one or more of the following:

- Building is inoperable or likely to become inoperable, due to statutory compliance issues or condition representing a health and safety risk or breach,
- May be structural, building envelope, or building services problems coupled with compliance issues,
- The conditions are expected to curtail operations within the building (exclude very minor items which can be rectified easily).

The yearly condition surveys will be detailed enough to ensure the elimination of any hazardous situation relating to condition which has health & safety implications and will also seek to ensure that all buildings are:

- Watertight
- Safe and comply with legislation.
- Have satisfactory environmental conditions (heating, lighting & ventilation)
- Have satisfactory fire safety arrangements and an up-to-date fire risk assessment. (Tenants responsibility to provide on occupied buildings)
- Have essential work identified to prevent the serious decay in the fabric or building services
- Identify desirable work to maintain the asset.

Following the annual review of the estate stock condition there will be a bulk tender exercise conducted in the preceding months to set ongoing repair/ replacement activities in the next financial year. This approach to reviewing and setting an allocated budget of works for each year will in time reduce the capital bids received from Corporate Property as it moves towards a strategic approach to repairing and renewing elements of properties in the medium/ longer term.

Appendix II: Compliance and Health and Safety

The main areas of focus for Corporate compliance are:

- **Fire Safety** (where applicable) Tenants are requested to provide a suitable and sufficient fire risk assessment for their operations within our buildings. All corporate property managed buildings will have an up-to-date fire risk assessment. All fire alarms and fire safety equipment to be serviced and maintained as per the Regulatory Reform (Fire Safety) Order 2005.
- **Gas Safety** (where applicable): Tenants are requested to provide evidence of gas safety certificates. Where a unit is void, the Council will undertake this to ensure a gas safety test and certificate is provided. All Corporate Property managed buildings will have annual gas safety tests to ensure all gas appliances are well maintained in a safe condition to use.
- **Electrical Safety** (where applicable): Tenants are requested to provide evidence of EICR inspections (Electrical installation condition report). All Corporate Property managed buildings will have EICR inspections in line with the recommended testing frequency for the building type. All identified portable electrical appliances will be tested in line with the NSDC testing frequencies. Lightning conductors will be tested every 11 months and all faults rectified where required.
- **Asbestos Management:** All Asbestos containing materials are recorded within the Council Asbestos Register. This includes the type of asbestos material or materials which may be presumed to contain asbestos. The register also has a record of the location of the material and its condition. Annual Inspections are carried out on all Corporate Property managed buildings. Where a tenant occupies a building they will be responsible as the main duty holder for the management of any asbestos containing materials present in the building as defined within the Control of Asbestos Regulations 2012.
- **Water Hygiene and Legionella Management:** All Corporate Property managed buildings are part of a strict legionella monthly monitoring program. This includes monthly contractor service visits from our contractor who is a member of the Legionella Control Association. These buildings will also have an up to date legionella risk assessment. All tenanted occupied buildings will be responsible for the control and management of their own water systems.
- **Contractor Management:** When a new contractor is appointed, and undertakes any work for the corporate property team, the following pre-qualification process is to be undertaken to verify the competency of the selected contractor:

Ensure every contractor working for NSDC has completed a Pre-Qualification Questionnaire that has been validated by the corporate property team.

Only use contractors who have been validated by the Corporate Property team.

Corporate Property are to ensure that contractor's records are logged and reviewed annually.

Contractors undertake an induction before the commencement of any works on site.

All risk assessments and method statements are assessed and deemed suitable for the works that are to be undertaken.

Cyclical Compliance Works Programme

- Air Conditioning Systems Inspections.
- Asbestos Register/ Management Plans.
- Man Safe Systems Test/Inspection.
- Ventilation Systems Test/Inspection.
- Contractor Qualification Checks.
- Electrical Portable Appliance Testing.
- Fixed Electrical Testing.
- Emergency Lighting Testing.
- Gas Safety inspections and certificates.
- Fire Detection and Alarm Systems Inspection/ Testing.
- Fire Risk Assessments.
- Firefighting Equipment Inspection and Maintenance.
- Lifts and Hoists Inspection and Testing.
- Lighting Conductors Inspection and Testing.
- Water Hygiene and Legionella testing and inspections.
- Roller shutter door yearly maintenance certificates (tenants' responsibility but as Landlord NSDC have duty of care).

Compliance Software Applications:

Concerto is the Computer Aided Facilities Management (CAFM) software that holds property, tenant and project information to enable the management of our assets and tenants and will be explained further in the estates management section. The business unit has been exploring and trialling other applications

that will further enhance and improve compliance requirements. These include SFG20, which aligned with the cyclical compliance works programme defines the regulatory requirements and critical tasks, updating any changes or guidance notes as regulations change. Zetasafe will allow Council staff and external contractors, via a QR code, to access the Concerto database and update testing and servicing in real time.

The implementation of the above software will help in keeping our buildings compliant and keep up-to-date with ever changing regulations. The software will help reduce downtime and in the long term reduce unplanned maintenance costs. Our assets will be kept maintained in an optimal and safe condition. Reporting on compliance will become easier as this software can easily run compliance reports that will show non conformities and trends in data.

Appendix III: Estate Management

New procedures/ policies implemented:

Acquisitions and disposals policy: An adopted policy for acquisitions and disposals was approved by the Policy and Finance committee in November 2021. The purpose of the policy is to act as a framework to instruct Members, officers, third parties and members of the public on the Council's adopted approach on the acquisition and disposal of property (including land and built assets). Procedures within the policy define tests to determine surplus or underperforming property, methods for disposal and level of authority required to proceed. The acquisitions policy defines reasons for such including service delivery requirement, investment or strategic development purposes. The Council owns assets throughout the district and one of Corporate Property's business plan aims in 2022/23 is to review each in turn through an estates rationalisation programme and consider for retention, redevelopment, income generation or other uses. Each asset will be logged onto Concerto and mapped on ArcGIS for accurate record keeping

Increased liaison with other Council business units:

Estate Management cannot function without close working relationships with other business units. Over the past twelve months a concerted effort has been made to understand and forge better links and lines of communications. Some examples of this include:

- Working with legal to draft new standardised leases, other documents and procedures, support on tenant issues including formal notices.
- Working with sundry income to establish new procedures for tenant application sequencing, credit checks, bond retention and recurring billing.
- Working with economic development, communications and community services to ensure tenants are ably supported outside of their contractual agreement. This includes support for new tenants with promotion and press releases, refresh of Council webpages and social media to ensure consistency across multiple platforms and wider community based projects such as 'In Bloom' projects.
- Working with customer services to better guide enquiries and queries to the responsible department or officer.

A big part of increased liaison is the implementation of standardised forms and processes across departments. This ensures a consistent method of communication and where necessary, a sequencing of instructions. An example is the cross business unit work with corporate property, legal and sundry income to deal with new tenant applications. A documented and sequenced process has been established from receipt of tenant application as follows:

Corporate Property – Tenant application form completed, issue tenant handbook.

Sundry Income – Complete credit checks.

Corporate Property – Issue Heads of Terms to tenant, agree terms, authorise for Delegated Authority.

Legal – Draft lease.

Sundry Income – Set up account, invoice for bond, legal fees, surveyor fees.

Legal/Corporate Property – Issue lease, signed and returned for sealing.

Sundry Income – Commence recurring billing.

Corporate Property – Condition survey, issue copy of lease, tenant pack and handover keys.

Corporate Property – Follow up visits and audits.

Adoption of this process ensures that the necessary due diligence is carried out by each respective business unit and does not continue towards completion until the preceding stage is signed off and complete. This creates a clear and defined audit trail and recognised levels of responsibility, which then stay with that business unit for ongoing billing, site audits and liaison.

Improved Estates Documentation

A series of documents have been implemented to better inform, advise and serve our tenants and set out clear guidelines as to landlord and tenant responsibilities. These documents support the contractual agreement between landlord and tenant and make it very clear where the responsibilities and duty of care lie.

Tenant handbook: This newly introduced document has been produced to give general guidance for those who lease commercial premises from Newark and Sherwood District Council. Written for existing and potential tenants alike, the guide seeks to clarify the role and responsibilities of the tenant and the Council as landlord. It offers answers to frequently asked questions including consents, insurance, business rates and utilities. There are clear and concise guidelines for how to pay your rent, reporting problems and obligations for health and safety. Each section has a list of useful contacts and links, be that internally at the Council or externally, for say The Health and Safety Executive. The handbook will ensure that tenants are better informed, have clear guidance and gateways to Council services.

Tenant handover pack: A tenant pack will be issued to new tenants at handover with all relevant certification and log books for the property that must be maintained under terms of the lease. This will also include a photographic schedule of condition. The Council as landlord will ensure that all required compliance for the building is complete and then pass this duty of care to the tenant to maintain. This information will be logged onto Concerto for expiration dates and regular tenant audits will ensure continued compliance and adherence to required repairs and maintenance of the property. This will ensure that the property is maintained to required standards and handed back at the end of the lease term in as near handover condition.

Standardised lease templates: Standardised leases that are up to date with current regulations have been drafted and implemented. These are clear and easy to understand and follow the format of the preceding heads of terms for continuity. The particulars of the new leases capture in plain English the pertinent points which are then referenced to the details in the main body of the lease. All lease layouts and plans are now drawn within ArcGIS, digitally captured within a wider project to map and plan Council assets. Standardising these documents, which will be periodically reviewed, brings greater clarity, consistency, better management of resources and a more robust agreement.

Standardised condition surveys: The condition survey, which is included in the lease, is the photographic and reported evidence document that captures the condition of the property at the point of handover to the tenant. Whilst estates will conduct visits and accompanied surveyor audits, the schedule of condition will refer the tenant as to the expectancy the property will be returned back to the landlord at the end of the term.

Estates Management

Clarity and consistency are watchwords for good estates management. The aforementioned policies, procedures, liaison and documentation ensure that our estate properties are well managed, well supported and efficiently operated. Greater standardisation of management and control measures will be made through Concerto:

Concerto is the Council's computer aided facilities management (CAFM) system that will be the central hub of data storage, management control and day to day operations. The database will hold details of all Council assets and their operational requirements. This will include:

All structural, mechanical and electrical system details and servicing and maintaining requirements.

Condition surveys for assets that will guide future repairs and renewals programmes.

All aspects of compliance such as fire protection, legionella and asbestos, all diarised to comply with inspection and rectification guidelines as defined by regulations.

All aspects of repairs and maintenance, contractual services and best practices.

All tenanted properties with customer details, lease terms, communications and notices.

Concerto will be the platform to which all aspects of day to day operations will flow through. All jobs and instructions will be raised and assigned through the platform, the dashboard will present users with required tasks to ensure proactive and timely compliance along with reactive instruction and problem solving. Managers will have a holistic overview and the ability to produce detailed reports to cover a multitude of factors including KPI's, budgets, costings, service reports and maintenance schedules. Concerto will bring consistency and resilience to the business unit, minimise data handling and reduce errors, increase efficiency and use of resources.

Appendix IV: Performance monitoring

Performance across the Council is set through Business Plans at the beginning of the financial year. This is measured in both qualitative targets and quantitative targets as shown below;

Performance Indicator	2019/20		2020/21		2021/22		Target for 2022/23
	Target	Outturn	Target	Outturn	Target	Q1 Outturn	
Beacon - % of Occupied Units	New	New	80.0%	86%	80.0%	86.0%	85%
Beacon- Total reportable quarterly income for the Beacon (management accounts)	New	New	New	New	New	New	Trend
Beacon – Customers holding office space in arrears %	New	New	New	New	30.0%	7.4%	10%
Beacon – No conferencing customers in arrears over 30 days from invoice date %	New	New	New	New	New	New	0%
Beacon - Customer satisfaction survey results	New	New	New	New	70.0%		75%
Beacon – Rental Income Vs Costs - profit loss %	New	New	New	New	10.0%	37.0%	20%
Beacon – Cafe Income Vs Costs - profit loss %	New	New	New	New	15.0%	39.0%	35%
Beacon - Other Income (hire charges, virtual, hot desking, service charges and any other income) vs cost %	New	New	New	New	New	New	15%
Beacon – Meeting rooms enquiry conversions	New	New	New	New	New	New	50%

Commercial Property - % occupied units - AMP35	New	New	New	New	80.0%	89.0%	95%
Commercial Property total reportable quarterly income (management accounts)	New	New	New	New	New	New	Trend
Commercial Property - Customers in arrears % - AMP22	New	New	New	New	30.0%	16.8%	10%
Commercial Property - Customer satisfaction results - AMP23	New	New	New	New	60.0%	Annual	65%
Commercial Property - Income Vs Costs - profit loss % - AMP24	New	New	New	New	60.0%	48.0%	55%
Sherwood Forest Arts and Crafts - Leases in arrears % - AMP25	New	New	New	New	30.0%	20.0%	10%
Sherwood Forest Arts and Crafts - tenant satisfaction results - AMP26	New	New	New	New	60.0%	Annual	60%
Sherwood Forest Arts and Crafts - customer satisfaction results – AMP TBA	New	New	New	New			75%
Sherwood Forest Arts and Crafts - % of occupied units - AMP27	New	New	New	New	80.0%	100.0%	90%
Sherwood Forest Arts and Crafts - Income Vs Costs - profit loss % - AMP28	New	New	New	New	15.0%	30.0%	35%
Sherwood Forest Arts and Crafts - total reportable income (management accounts)	New	New	New	New	New	New	Trend

Parking Services Car parks - AMP15 – Lorry Park total reportable quarterly income (management accounts)	Trend	£607,692	Trend	Trend	Trend	£112,489	£186,000
Parking Services - Income v Costs - Profit loss % from Car parks - AMP32	New	New	New	New	25.0%	43.0%	44.0%
Parking Services - AMP33 Car Parks total reportable quarterly income (management accounts)	New	New	New	New	Trend	£98,350	£140,000
Parking Services - Income v Costs - profit loss % from lorry parks - AMP34	New	New	New	New	Trend	39.0%	42.0%

Appendix V: Forward Plan – core activities and work streams

Estates Rationalisation

This will allow the Council to review all land and property holdings. Categorisations of property types will enable the Council to identify disposal, re-development, and cost saving opportunities, income generation and alternative uses. All information can be captured on ArcGIS for accurate record keeping (pending a review of the software's suitability). Asset Challenge.

Repairs and renewals detailed review 35 year programme

Refining the 35 year R&R programme to include a standardised approach to inspections, categorisation of building elements and budget requirements. This will include identification of funding for specialist advice on unique assets. The information will be reviewed/ on an annual basis to ascertain building works to tender in the following financial year.

Project management toolkit specifically for construction project management projects.

Following the recruitment of a Construction Projects Manager and amalgamation of the Housing Revenue Account development team within Corporate Property a review and implementation of standardised suite of construction specific project management tools will be implemented.

Car parking review of sites and maximising spaces

This review will be undertaken to assess car parks in the district to identify further increases in capacity. This will enhance revenue potential but also give additional spaces in locations where there are capacity issues; particularly during events.

Sustainability review of buildings and greening/bio-diversification of the estate

A review of the approach to building and energy management will identify areas of improvement to energy use of the existing building stock. There will also be options considered for bio diversification of the estate.

Concerto operational

To have Concerto fully operational, with all users trained on use and operation, continued migration of data, further rationalisation of information and enhanced resilience for the business unit.

Additional compliance software

Further trialling of SFG20 and Zetasafe, interfacing with Concerto. Future considerations include plug-ins to link with eProcurement and eFinancials for wider integration with other corporate business units.

Northgate, Newark and 94 Northgate Newark

17 units suitable for living accommodation. 12 of which are new build and 5 of which will be converted from the old vicarage know as 94 Northgate.

Budget cost anticipated: £ 2.8 million

Completion estimated date late 2022 early 2023

Seven Hills, Newark

20 units for temporary living accommodation. The project will provide modular construction, modern, energy efficient units with a communal facility and staff facilities. The heating solutions will be from solar PV with battery storage and electric only heating systems.

Budget cost anticipated: £3.1 million

Completion estimated date April 2023

Stodman Street, Newark

29 units suitable for living accommodation. Five units on the ground floor identified for commercial space.

Income: estimate of £150,000 p.a. from commercial space. Capital receipt of £3.5m agreed for the sale of the 29 residential units.

Budget cost anticipated: £7.7 million construction costs

Completion estimated date of: late 2024 / early 2025

Yorke Drive Estate Regeneration

Providing support with value engineering, site feasibilities and surveys, demolition, utilities disconnections and general construction monitoring.

Budget cost anticipated: construction costs to be confirmed

Completion estimated date of: 2026/ 7

HRA Future Delivery Program

Discussions now taking place with the housing team around the next new build delivery program following the completion of the 2018- 2023 program.

Buttermarket First Floor, Newark

Identified potential for 7 pod retail units and a full conversion of the old pub and upper floor area to accommodate Inspire Learning.

Income: £15,000 p.a. for Inspire Learning space and £35,000 p.a. for a fully let set of pods.

Budget cost anticipated: £650,000 with additional headroom required for pod installation.

Completion estimated date September 2022 for first floor, December 2022 for the Pods.

Clipstone Holdings site

Site identified for redevelopment into mixed industrial units offering up to 50,000 sq.ft of new employment space to the area.

Newark Gateway Business Park

A number of options being explored for new business units and hotel accommodation.

New Newark Lorry Park

Identified location at Newark Showground for up to 300 lorry parking spaces (subject to approval on Newark Gateway and land acquisition costs for the Showground).

Approval, Consultation and Review Timetable

Document title	Corporate Asset management Strategy		
Version number	DRAFT v.1	Protective marking	Official
Lead Director	Director Resources		
Lead Business Unit	Corporate Property		
Lead contact	Business Manager Corporate Property		
Date approved (SLT)	June 2022	Date approved (Members)	Due at July Cabinet
Reviews due:	July 2023 July 2024 July 2025 July 2026 July 2027		
Consultation			
Consultee	Date	Comments received	Material change requested (yes/no)
SLT	14.06.22	Numerous on formatting but content acceptable	no